

ADMINISTRATIVE - INTERNAL USE ONLY

## MIDCAREER COURSE NO. 41

5 May - 7 June 1974

### COURSE REPORT

Course 41 retained the same three phases as in recent courses and all were successful with Phase II on the Intelligence Community getting the best ratings. For the first time in several years we used four paid outside speakers and they were all highly praised. The class generally agreed that the Course met its stated objectives and the individual objectives of the members. We do not consider, however, that Course 41 was as successful as the previous three courses, primarily because of the disparate nature of the individuals comprising the class. The variation in ages in this class--ranging from two 29 year olds to two 46 year olds--combined with an unusually obvious disparity in educational levels, and several fairly vociferous proponents and opponents of DDO activities resulted in the class never really coming together as a group. We used the same "ice-breakers" as class 40 with only moderate success.

### Statistics

The class was composed of 30 members--9 from the DDO, 7 from the DDI, 8 from the DDM&S, and 6 from the DDS&T. The average grade was 12.7, with one 11, nine 12's, seventeen 13's, and three 14's. The average age was 38.0, ranging from 29 to 46. The average length of service was 12.9 years, ranging from 3 to 20 years. The average age and length of service figures were higher than in recent classes. Two members of the class from the same office were 46 years old, with 18 and 20 years of service respectively; we believe that these individuals are outside the zone of midcareerists.

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### Major Changes

Phase I on the Agency contained only a few changes from STATINTL previous runnings. George Allen appeared [REDACTED] for the first time as Director of IAS. He was teamed with Hank Knoche, OSR, Dave Brandwein, OWI, and Karl Weber, OSI; the day and evening sessions with these speakers were rated the highest of the two weeks at [REDACTED]. The second Thursday [REDACTED] the class STATINTL visited [REDACTED] they generally appreciated the break from the routine of being "talked at" but some questioned the value of the visit. The last morning at [REDACTED] STATINTL OTR, discussed Management by Objectives in the Agency.

Phase III opened with a talk on energy problems by a representative from the Federal Energy Administration. This was followed by a field trip to Gulf Research in Pittsburgh and the Marshall Space Flight Center in Huntsville. In arranging the Gulf visit we had proposed a reduced itinerary from that used for Course 40's visit. Gulf did not accede to this request and the result was another jammed and rushed schedule of tours. The visit was further marred by the failure of a speaker to appear at the end for a question and answer session. The Huntsville visit, on the other hand, generally was praised quite highly by the class.

New subjects introduced into this running were U.S. foreign policy and a discussion of multinational corporations. Both topics were well received by the class. New speakers in Phases II and III included Robert Davis from DIA, George [REDACTED]

Unfortunately, four of the better speakers for this Course made their last appearances during Course 41. Lt. Colonel Donald Stuckel of the NSC Staff has been transferred; he will be sorely missed. [REDACTED] will be on leave of absence [REDACTED] for the next year. Alan Romberg from State will also be absent. Bill Spengler from State, our speaker on population problems, is being assigned overseas.

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### Problems

As noted above the major problem was the disparate ages and educational backgrounds of the individuals in the class. Although there was no hostility in evidence, the class never came together as a cohesive group. We believe that the combination of age and length of service of some of the members made them not really midcareerists--several members noted this in their evaluations and objected to it. We recommend that in the future the directorates only select individuals for MCC who are in the 30 to 40 age brackets, with approximately 5-15 years Agency service.

A problem which has been noted before, for which we have not devised a satisfactory solution, is the "cultural shock" of returning to the Headquarters area after two weeks [REDACTED]. There is a general letdown in enthusiasm and concentration, some of it caused by unavoidable distractions. If it can be done without too great loss of time, we shall try to come up with some class interaction sessions during the last three weeks of the course to overcome this.

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### Summary of Class Reaction

The attached evaluations reflect the generally favorable reactions of the class at the end of the course. Some of these evaluations contain more substantive comments on the state of the Agency, Community and government than are usually found, and these reflect the seriousness with which the class considered some of the problems which were brought up during the five weeks.

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Summary Evaluation

Midcareer Course 41

Phase I--The functions, relationships, and problems of a wide variety of Agency components.

Comments of DDO Members:

STATINTL These were well done through both excellent selection of representative speakers, and through individual student/class presentations. DDO's speakers were effective, particularly [REDACTED] who suggested that DDO probably should have an internal public relations channel or media; and that actual success story (case history) should be prepared for presentation to class. Both are good ideas.

As a result of this course I am more convinced than ever that (1) top management is not committed to the "one-agency" concept (2) top management had better change its thinking!

This was very informative. Not only did it widen my perspective, the course helped to identify problems that each Directorate faces.

The functions and relationships of the various agency components were presented in clear and understandable manner. The various high-level speakers presented some very opposing points of view leaving me with the feeling of miss-direction at the higher levels of management.

This was the most valuable part of the course in that it gave us a great insight into the strengths and weakness of the organization for which we work.

Generally excellent, but more attention to emphasis on important offices, less on obscure ones; i.e. full day on NPIC, eliminate OJCS, add FR, DCD, OGC. Ideal solution would be to lengthen course, cover all offices.

Excellent.

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Comments of DDI Members:

This Agency is as far from the 1-Agency concept as it was when the concept was developed. The Agency seems to be fighting for its survival, in the sense of maintaining its relevancy, is under greater scrutiny, and is not responding to these changing circumstances in a clearly reaffirmed way. Unless the Agency copes better and stems the tide of increased bureaucratization, its vitality will be lost sooner rather than later.

No. This goal would have been better accomplished had the four blocks in Phase I been directed towards the four Directorates rather than towards the currently fashionable collection, production, and support concepts. The block on "Mutual Perception's" is an unrelated mish-mash of mostly irrelevant, or at least less important, subjects and offices.

The most valuable part of the course. As a member of DDI, I can say that I certainly learned more about DDO than I ever knew before, which was my main concern. I can't say that my enlightenment increased my tolerance, however. All Directorate heads should have been grouped in this phase when our attentions were most focused internally. One lecture which seemed to be missing was one on the allocation of resources and personnel within CIA (which was a part of the CIA Today & Tomorrow Course). This would have been quite helpful later when we became so involved with applying cost benefit analysis to the various components.

Certainly pointed to the need for new blood, and new leadership and views within the Agency.

By hearing the wide variety of speakers from the various Agency components I now have a better understanding and appreciation of the Agency and its problems. The problems are numerous. The failure of the one-Agency concept, the lack of qualified top management and the failure to anticipate and solve personnel problems.

Little known offices of Agency should have speakers at most Midcareer courses.

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Comments of DDM&S Members:

Very helpful - provided a review, also provided insight into problem areas such as lack of one Agency. Duplication within the Agency. Believe we needed earlier in the course something on Management Committee or whatever it is that runs the Agency.

The course as a whole did give me a better understanding of the Agency components and the Agency mission, but the DDO was the most difficult to understand even the DDO class members did not know or understand its mission and organization.

I learned more about the Agency in the past five weeks than I had learned since EOD.

I feel that the material presented, and the manner of presentation, were worthwhile. For the first time since the reorganization I feel I have a good understanding of the directions in which the Agency can effectively move.

I became aware of how far removed we are from a one Agency concept. The barriers between Directorates are much stronger than I had previously envisioned. In my mind S&T and DDO should be serving the needs and requirements of the DDI, but this concept does not come through. The former two seem more concerned with their own parochial interests. M&S tends to be looked upon as a necessary evil or perhaps ignored.

By far, for me, the most valuable part of the course - individual presentations.

Comments of DDS&T Members:

The course certainly brought to the forefront the major problems that the Agency is confronted with today, i.e., the DDO dilemma, walls between directorates, MBO, EEO, and personnel cutbacks. A greater appreciation for these was achieved.

An excellent overview, all subjects and components were covered within the allotted time frame.

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DDS&T Comments Cont.

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This was the best and most useful phase of the course, primarily because of the relative depth in which we studied it. The administration of this part [REDACTED] was great, the selection of speakers and topics was very good, and there was an adequate cross section of participants.

A considerable amount of overlap in functions of various agencies are evident. Also it seems difficult to relate to intelligence some relationships.- a lack of communications at the top levels of top management is a fact--many conflicting views have been expressed.

The critique of DDO reflected the briefing postures and the general mood of the speakers. I, as a member of S&T think that the emphasis of cost effectiveness on "hard" targets is invalid and that this should be expressed as a long range set of goals 5-10 years or more, and that collection in other areas such as "soft" targets, economic, narcotics (limited), not be presented as an unwanted function. Because we who believe in the Agency believe we can do a better job qualitatively and quantitatively, than other agencies who are not really aligned, and may never be, towards intelligence collection. In line with this it is convenient and necessary to have an agency such as the CIA, as the intelligence collector in all fields who is distinct and separate from the diplomatic mission, and which can function as a "whipping boy", if things go awry. But as such we should have the necessary overseas positions without taking an unnecessary beating from our [REDACTED] If there is to be an increased emphasis on DDO output, there should be more overseas openings for DDO and any other components required to support them.

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Phase II--The Intelligence Community as a whole and its member agencies.

Comments of DDM&S Members:

This was also useful. The lack of direction at the top level of government and the failure of the IC to act in a unified way became evident.

The course gave me a better understanding of how the military, DIA and NSA fit into the community, but I still do not understand the State Departments role very well.

The IC has many problems facing it.

It is big, cumbersome, and its factions are still pulling in opposite directions to some extent. Still, if the community can continue to produce a superior product, an organization of such diverse parts may be justified.

I was not convinced that this new organization has improved the final product. It seems to have merely added layers to the bureaucracy. The presentation given by the Deputy Middle East NIO only confirmed my doubts and skepticism in this regard.

Not enough time allotted to FBI or NSA. DIA briefing and INR presentation of only marginal interest.

Comments of DDI Members:

On the positive side, CIA seems to be somewhat healthier than the rest of the community. This relative strength, however, may not prove to be durable, particularly if this administration continues to make encroachment on its integrity. We have been politicized to a greater extent than ever before and the DCI like his predecessor does not seem to have the real authority necessary to make the major adjustments required in the community.

You accomplished your goal well, but the results were disheartening as the Community is in bad shape. Obviously, the IC Staff will wither and die in 2-4 years. Phase II also was an "ego-buster" and revealed CIA as just another fish in the big pool.



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DDI Comments Cont.

Necessary but dull at times. NSA and DIA speakers must be told that more substance and less wiring diagrams are needed. George Carver and Danny Graham were musts.

The community in general is following the trend of the Administration to retreat into a shell.

I don't think my understanding of the Intell Community was changed by this class from its speakers. It would have been beneficial to visit these other agencies and speak with their top management.

Comments of DDO Members:

This topic was well covered by the various speakers, and pointed up pertinent current problems in coordination.

This course has taught me that "policy" doesn't exist in many areas, such as economics.

The phase was informative but it made me sceptical of the IC Staff and the NIO's fulfilling their roles. The idea is good but the concept needs refining in practice.

I did not understand the Intelligence Community when I entered this course. Although I now know all the players and where they fit in, I am completely bewildered at the bureaucracy and lack of close organization within the IC.

I am less clear on this phase primarily because of the inadequacy of some of the speakers, notably NSA and DIA.

Good; visit to NSA desirable, exposure to AEC.

Excellent.

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Comments of DDS&T Members:

More revealing for some of the community members than others. Good for IC Staff, FBI, NPIC, NIO's, PFIAB, and NSC. Poor for INR, DIA, Treasury, and NSA.

In general informative and well presented. However, one does leave the course feeling as in the past that something must be done re collective effort, direction and eventual policy making. Perhaps more stress could be put on what is really being done to remedy this dilemma, if it indeed exists.

This phase was less satisfying because of its shallow depth. I would like to see this phase expanded and phase 3 correspondingly made smaller. This is the interface with the government that most of us work through and needs more focus.

Expand the NSA presentation, or, turn it into a 1-day field trip to Ft. Meade.

The lack of coordinated policy among the community is the most outstanding--it's hard (almost impossible) to determine what policy is the official line and what is not official.

IC Staff is only a semi-functional unit as it is composed and oriented under a very parochial Gen. Graham. If it does really begin to achieve its desires I fear for the country.

Phase III--Major developments and trends in World Affairs impinging on intelligence.

Comments of DDM&S Members:

Where lectures and subject matter were interesting, the phase was interesting. Believe speakers from academic world are generally more interesting because they are more honest and don't have all the hangups of government bureaucrats representing various agency views.

The course gave me a better understanding of trends in World Affairs and how they evolve. This may be because I have a tendency to be weak in this area. Therefore, it was of great value to me.

Many well qualified people are engaged in World Affairs and they seem to be dealing with the problems in the best interest of the US.

I keep track of world affairs in an average citizen sort of way since I am not in the business of collection/production. These presentations therefore were probably the most meaningful of the three phases for me.

The talks on demography and multinational corporations were very enlightening and provided insights one may not pick up by merely reading the daily paper.

Well done! Also choice of topics and speakers.

Comments of DDI Members:

These problem areas are all well known. Suffice it to say that CIA is only reluctantly adjusting to the requirements of a changing world situation. I believe that the emphasis on clandestine operations along traditional lines and bureaucratic opposition to change are mainly responsible for the present state of affairs. Dulles once remarked that the non-clandestine components of this Agency served merely as cover for the clandestine service. I think this situation pretty well still obtains, the DCI's well-meaning recent statement in Los Angeles notwithstanding.

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DDI Comments Cont.

Goal reasonably well met but several speakers handled admittedly difficult subjects somewhat poorly. Nelson doesn't fit in with World Affairs! [REDACTED] could handle LOS better than [REDACTED] but he is not as pretty!

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A good allocation of time to the most pressing problems of today. The only real disappointment were the Middle East speakers, both of whom were unfocused. The Law of the Sea lecture could be dropped for a more significant topic, perhaps the world food problem. (USDA rep. perhaps)

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There are numerous problems upon us and on the horizon. Confusion reigns within the Community on how to attack and contribute to solving these problems.

My insight into world affairs and top level or cabinet level policy making was increased but again it would have been increased by speaking to additional policy makers. Certainly speakers from PFIAB and the NSC were beneficial and very informative. On the whole my understanding of Mr. K. and "Hip Pocket" diplomacy is better and I can be more appreciative of this than ever before.

Comments of DDO Members:

This topic appeared to be a factor in having a bearing on the entire subject of acquiring, producing and utilizing intelligence and the class is probably better informed after completing this course.

This course has made me aware of the value of feedback and requirements so that the Agency can produce and collect meaningful intelligence.

It appears that the DDO will be required to provide intel information on a wide span of activities to make up for the lack of good performances by other government agencies.

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DDO Comments Cont.

Although this was a very interesting phase and had some excellent speakers, I felt the presentations were quite philosophical and did not present much more than each individual speakers own views. I find it difficult to see how some of these councils and committees even interface with the policy makers.

This is potentially an extremely interesting section, however, some of the speakers were not first rate, gave vague reviews that add very little to one's total knowledge. World population, multinational Corp, SALT - these were great!

Good, but academic input unnecessary, informed students should already have been up to date; more emphasis needed on relation to intel community.

Excellent.

Comments of DDS&T Members:

Energy should be better handled in this course but do not know by whom. Otherwise, World Affairs was pretty much comprehensive in content.

All subjects were covered within the allotted time frame, an excellent overview of activities, particularly to those not well versed.

The relationship of intelligence to world affairs was lacking in several areas. Perhaps the NIO's on these topics would have been better suited to talk to this course. The course momentum dropped during this phase. We should depart this course with positive ideas and directions.

There is no real forward looking policy to determine developments and trends (to any great extent) at the absolute top of Government--President and Dr. K. just hold things too tight to themselves--we are not being governed--too fragmented--everyone going there own way--in view of world situation, departments probably do as well as can be expected.

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Other Comments of DDM&S Members:

I have observed there are some in the class who are very much "participants" that is, have asked questions, led discussions, given opinions, etc; and some who to a lesser degree have not "overtly" participated. I would fall into the latter group. This is not to say I have not benefited. Indeed, I have thoroughly enjoyed the course, have benefited from the discussions, have a much better understanding of how the Agency functions and its importance in the Intelligence Community. I envy those who have expressed themselves so clearly and effectively on a variety of issues, however, many of them I feel came with individual prejudice and bias and are leaving with them. I have benefited more than they.

As for the speakers, most of them were excellent. Some perhaps did not represent their offices or areas as effectively as others and some wrong conclusions may have been derived by the class; specifically Mr. Janney--would suggest he bring some of his deputies next time as did OMS. Also suggest DDO, insofar as possible, present some success stories to future classes.

In my opinion, the course objectives were met. The inability of DDI and DDO personnel in the class to be open minded leave me pessimistic in regard to a one Agency concept. While I enjoy controversy, I believe that some discussions got out of hand--everyone talking at the same time. I thought the administration of the course was good. It appears to me that personnel in their mid 40's regardless of age, are not truly mid-careerists; neither are those who do not have the potential for at least 2-3 promotions. I believe this class was not entirely a mid-careerist group. I object to the name if it is indeed an inaccurate reflection of the spirit of the course or to the people not fitting a true application of the term mid-career being in the course, whichever is appropriate.

Other Comments

DDM&S Comments Cont.

At several points in the course I was disheartened by the reticence of CIA speakers (in some cases dishonesty). I got the idea from the drug lecture that whereas DEA agents were corruptible CIA people were not. Overall administration of course was good. Believe that it would be desirable to the extent possible to standardize starting and closing times and to stress variations therefrom. Believe each class should formalize some kind of committee to handle a social activity. We seemed to have approached this activity very haphazardly.

I would like to say that Wes and Henry did an outstanding job of coordinating the course from start to finish. Also, Mely did the same in her part of the admin work. Overall the course is far above any Agency course I have taken up to this course. It gave me a much better understanding of how the Agency functions and what its missions are; and a better grasp of the Agency's problems. I enjoyed the course very much. The night sessions [REDACTED] were very informative. This gave us an opportunity to hear what higher management had to say about the Agency and its problems in a relaxed and informal atmosphere. Overall they were very honest and frank in their discussions. This was a highlight of the course for me. The IP's were good overall and it was a good experience for me to have to do this. I enjoyed the course very much and it gave me a much better overall understanding of the Agency, the intel community and world affairs.

The course was well worth the time, energy and funds that went into it. I was impressed with the course and I was equally impressed with the students and the knowledge they displayed.

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DDM&S Comments Cont.

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I sense a certain "maintenance of momentum" problem in the class, and the only suggestion I have is to schedule an initial "overnight" [REDACTED] for the class to get acquainted, then have the final two weeks [REDACTED] vice the first two.

I felt we were sometimes surprised with things, e.g., the questions for Colby's presentation. I would have liked time to give these more thought. Future groups may prefer to have something other than a sitdown dinner for the class party. People did not have an opportunity to meet one another.

Comments of DDI Members:

I believe that this course has been a totally rewarding experience. I've been most impressed by the high quality of mid-careerists, who obviously represent a broad cross section of this Agency. Secondly, I'm grateful for the excellent management this course has enjoyed.

Class needs a brief outline of class speakers and their topics arranged by phases to give a quick view of the overall course--this would take two pages, but should not replace the current longer schedule.

Course was overall valuable and informative and personally rewarding to an extent greater than anticipated.

How about a session with a staffer from one of the Congressional oversight committees?

OLC and OGC should make a presentation, whether limited to a single topic (such as Marchetti case) or to a general overview of the ways in which they served the DCI.

For the IP's--one area of obvious (partial) duplication in CIA is CRS and DDO/ISG. The reps from these two components might give back-to-back IP's--after consultation with each other.

Course planners might consider reversing the order of the phases--i.e., take the academic world and the Intel Community first--then wind up with CIA. If the obstacles and Org. game need to come early, convene at, say, [REDACTED] for a day or STATINTL

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DDI Comments Cont.

two, then C of C, and wind up at [REDACTED] In my view, this might allow the class a bit more time to loosen up and get into the swing of things. I think several of us would like to have another go at some speakers.

STATINTL

On the Intel Community as a whole--Bruce Lowe (USIB secretariat) might be a good choice to give a brief rundown of just how USIB operates. John Dickey as backstop.

This course pointed out that the Agency has become bureaucratized, politicized, and if the trend continues, the Agency will be a bureaucratic quagmire within five years, if it isn't already. Selection of some office directors we heard from point out the close political ties of the past exerting their force today.

Overall, the lack of direction, stamina, and esprit de corps within the govt. manifested itself.

The course served as a warning that changes will be necessary to put the Agency back on track. The farce of MBO, NIO's and other programs that have been directed but not supported support the necessity of change.

The organization and substance of the course was excellent. The knowledge gained from the presentations and association with other individuals within the Agency was invaluable.

One member of class should lead brief discussion on each speakers presentation the same day it occurs. Present time lag dulls perceptions. Longer weekly sessions, perhaps on Friday, could be employed to evaluate overall impressions. End of course discussion could amplify many points made in written evaluations, such as this one.

The course in its entirety was a great experience for me. I particularly enjoy the stimulating and academic environment which existed. The course was informative, enlightening and I honestly think that I am a better Agency employee for having participated in it. Keep up the selectivity of the course as I enjoyed the comments from many of the students as much as

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DDI Comments Cont.

some of the speakers. One last word concerning the course, and that is the high quality of management and administration of the course on the part of both the Chairman and Co-chairman. Well organized.

STATINTL Perhaps four weeks [REDACTED] would be more beneficial than two.

Comments of DDO Members:

This course served as an effective means of helping me to broaden my scope of understanding of internal Agency functions and problems. I was particularly appreciative in acquiring a clearer picture of the various problems within each directorate, and an increased appreciation for the contributions by various components within the directorates to the total intelligence effort. I was surprised, at the outset of this course, to learn from class members outside the DDO that much of what the DDO has been doing on the "hard targets" had been questioned on a cost basis by the former director, and that the S&T was the "fair haired boy" and their high costs apparently overlooked or unquestioned. My thought at that time, and it remains, that the DDO had somehow neglected or failed to properly or satisfactorily articulate its case to the appropriate authorities. To me the DDO and its varied, widespread efforts through human interaction, remains the heart and center of the Agency. Machines cannot penetrate the brains of the targets, and the pendulum appears to have swung too far in favor of technical collection. Something must be done to bring DDO back into proper focus, and substantial progress on the hard targets within a reasonable time frame appears to be essential. DDO needs to articulate with the other directorates in an effort to gain their understanding and possible support, aimed toward breaking down historical barriers and rivalries in order to achieve a mutual appreciation of the total contribution to the intelligence effort. DDI desk officer could become reports officers after a short training period, and other exchanges of personnel is not a bad idea.

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DDO Comments Cont.

Probably what has come across the most at this time is that the Intelligence Community as a whole and the Agency in particular has no real idea as to what role it is playing within the administration.

Re participant selections - age limit should be lowered to 35 (exceptions should be allowed to age 38). You've got to avoid the retirement group. Grade level should be kept at GS-12. I'd like to see the course spend the first 3 weeks [REDACTED] and have the Deputy Directors all speak there. I like the 5 week format and the 3 phases. In general, I found the entire course excellent - the very best I've ever had!

The individual presentations were one of the highlights of the course. I learned more about specific Agency matters from the I.P.'s than at any other phase of the course.

The course definitely widened my perspective of the Agency and the Intel Community. After saying that I must add that the way we and the rest of the government operate is somewhat thought provoking (scary).

The course was well planned and the speakers on the whole were quite good and at the appropriate level for midcareerists. The Norfolk and Pittsburgh trips should or could be questioned.

To sum up, the five weeks taught me more and/or made me aware of the problems of our generation to a greater degree than any other five week period of my life has ever done.

In the past [REDACTED] has given presentations to this course. I think the lack of a [REDACTED] presentation to this class left a void. I think it should be re-instated as a midcareer presentation. All in all I found this course very beneficial in getting the Agency all together again in my mind. I feel the contacts acquired with classmates

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during the course almost outweigh the formal presentations. The IP's were an invaluable source of overall agency understanding.

Congrats to Wes and Henry for a job well done. Course admin ran very smoothly, something unusual for this agency.

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One overall feeling is that more of the course should be [REDACTED] I felt some of the class rapport was lost when we moved up to the C of C building. I realize this is a security problem with outside speakers. Perhaps these speakers could be left for the last few days at an intown site.

This course is from my point of view one of the most interesting and educational experiences I have had in the Agency. The lectures, the informal talks, the IPs particularly, and simply the association with officers from all over the Agency increased my awareness of the organization and its problems one-hundred fold. My one regret is that throughout the course the DDO became a whipping boy and we DDOers became more and more defensive, more eager to explain our parent directorate, and almost pathetic in our attempts to gain the approval of our fellow classmates. Even the individual students asked for additional time to more thoroughly explain their DDO jobs to the rest of the group. Frankly, we did enough--more than enough and I'm tired of the DDO's wistful feelings of inferiority and inability to express itself. I wasn't particularly inspired by the DDI presentations, two DDI office chiefs - Ernst and Lehman gave me the impression of perpetual vagueness. The DDI himself didn't even take time to talk to us. Are any of my DDI classmates concerned that I may have gotten the wrong impression of their directorate? No way. Was I overly impressed with the quality of BDM&S presentations - no - but my BDM&S colleagues haven't begun a personal crusade. In short, I'm tired of apologizing or trying to explain the DDO. I think we did a good job and if our colleagues don't have some appreciation of what we do, they either lack imagination or refuse to release preconceptions.

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DDO Comments Cont.

Course too short, (question periods often cut off) not high level enough; standards seem to have slipped in last few years re visits made and speakers obtained; testing at end of course might be valuable as management tool - course too gentlemanly and not competitive enough for level of enrollee.

Format leading to class shouting matches should be avoided. Comments on reverse really nit-picking compared with overall positive value obtained from course. Cross-fertilization with other class members, broad exposure to intelligence community components and problems mandatory for effective career progression. (A question in this final evaluation such as "how will your job effectiveness be improved by your MC attendance?" would be a valuable one.)

Class position paper on most serious Agency/Intel Community issues might be valuable exercise; product could be submitted to DCI (if he's interested).

DD's should present overview of their respective directorates before individual office presentations are made; class should reconvene at farm with each DD thereafter to have frank exchange of views, class critique of presentations.

The high reputation this course holds among its former students is well deserved. Most of the speakers were good and even the ones who were not provided a sense of what they were about. The interaction of the class members is a significant part of the learning process and class discussions, debates, questioning should be further promoted thru bull sessions, problem solving games and IP's. Maybe class should be presented to upcoming speakers as higher level and more influential than we are. In a number of instances Gulf tour and DIA speaker for instance we were talked down to.

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DDO Comments Cont.

I am grateful that my directorate gave me the opportunity to attend this course. It is unquestionably one of the most productive exercises I have been through since I joined the Agency 9 years ago. My faith to a certain extent is restored in the Agency because it is willing to invest its time and energy in discussing problems and work in such an open way. The experience of testing your wisdom and ideas with classmates from other directorates and the frank open character of most of the Agency speakers were what makes the course worthwhile. Without these two things the course would fail in my opinion. So, on balance I am much more encouraged about the health of the Agency. But there are some problems which I think are serious and have and will have considerable impact on the Intelligence business. The principal one is managing the community to respond effectively to a dynamic complex "costumer." I don't sense anyone is taking that requirement very serious or is optimistic about being very successful at it. Therefore, I'm afraid we are doomed in the foreseeable future of being behind, criticized for the quality of the product, misunderstood, challenged on budget etc. I think the community unlike New York can be managed, and the US deserves more. I hope I have a chance to work on the problem soon in the course of my career. I think my ideas are as good or better than anyones I heard. I also believe we in the agency are far too occupied by our own petty and traditional institutional problems--IC, collection, production, support, analyses than on the real intelligence problem of the USG i.e. economics, political, etc. I think we need to examine ways of reorganizing ourselves to bring our best management and thinking on the real problems (substantive) and away from the wasteful dumb institutional ones.

Finally I learned things about my own Directorate and about other directorates that I didn't know. Ideas have occurred to me during the course which I know can be successfully applied in specific ways to problems of my directorate which I hadn't thought about before. Furthermore, I am very encouraged to go out and do something about them.

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Comments of DDS&T Members:

The DDO "problem" that the course experienced was, I believe, due to the "all of a sudden" review of the DDO operations by the previous DCI, where their overall contributions were questioned. Redirection toward hard targets may be seriously questioned by many in the DDO as to whether they can prove their capability in this area. Failure to demonstrate this capability may prove disastrous to them and they know it. Along with this is the involvement with economic intelligence and narcotics. There seems to be a serious dilemma experienced by the DDO'ers as to what direction to go in, and definitely a desire for more straightforward direction and guidance from the top. The DDO has always been the unquestioned core of the intelligence game. It has since been overshadowed by advances in Tech Intel collection. DDO speakers in the course were seemingly "debonair" and appeared to be offering apology for their performance which they may rightfully resent. This is especially true of the "old timers." This feeling carried forth to the class and was given momentum by several class members who seriously doubted the future potential success of the DDO in their new direction of march. Mr. Nelson did not help his case, when he conveyed an apparent real enthusiasm to go in this direction.

The course was well managed, in general. It is adjudged that very little more could have been accomplished. I wish to express my personal thanks to you, Wes and Henry for your excellent supervision, handling and last but not least fortitude with such a diversified group of individuals.

This was a good 4 to 4 1/2 week course. The field trips could be greatly improved. With the agency reduction in personnel, I believe the course should be given four times a year. Selection of participants would be more difficult; perhaps this is needed, as I count 2 or 3 people (including myself) that did not fit into the general qualities of the group. The general arrangement of the course (except phase III) was excellent.

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DDS&T Comments Cont.

STATINTL

I'd like to see the course extended to include a 6th week [REDACTED] during which significant problems raised during the first 5 weeks could be discussed in depth and with the perspective of the complete set of presentations. The first day could be used to break up into groups to prepare arguments, topics for discussion, etc. I have a feeling that most of us in this course are just now reaching the point where we can start relating to our classmates along substantive lines.

Also, I'd suggest that a formal presentation be given early on in the course re the organization of the Agency and the IC. The Organization Game was a start in this direction but there was entirely too much uncertainty with regards to office functions, etc. Even a short 5 minutes per office type of pitch describing the basic functions, size and budget would have been very helpful to me.

*5 x 50 = 250  
4 hrs  
why not  
put it in  
writing?  
led*

The course, I believe has served it's purpose extremely well, regardless of conclusions drawn, good or bad, of all subjects covered. Before attending this course I believe I had a false impression that things were accomplished in a more orderly fashion than is actually the case. The administration of the course has been carried out in a very professional manner. I also agree with past statements, that the IP's are probably the highlight of the course and the most informative for immediate use in the future.

STATINTL

One other comment, by far, the stay [REDACTED] is the best location for presentations, especially the evening session. In fact, from my viewpoint, more sessions over a longer period could be held there.

2 members of class are sufficiently qualified to achieve top level positions, 5 destined for upper/mid level, remainder for mid level careers.

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